

**London Underground behaviours
communications development**

09069

February 2010

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Research conducted by 2CV

Agenda

- A few stories from the field
- Researching the current communications and themes
 - Initial findings on what's working/what's not against each theme and principles and hypotheses for how communications can influence customers
- Workshop implications for stage two groups
 - Which hypotheses to include and additional questions that need to be addressed

Research to date

- Review of past research reports
 - Acacia Avenue, 2004, 2008
 - Customer Information CIR
 - Personal Security CIR
 - Too Close for Comfort Report/ Andrew Irving Associates Report
 - Synovate Wallpaper Report
- Intercepts and accompanied journeys at 6 locations:

Thursday	Friday	Saturday
Green Park (7:30-9:30am)	Bank and Monument (9-11am)	Leicester Square (10:30-12:30pm)
Kings Cross (2-4pm)	Oxford Circus (5-7pm)	Victoria (2-4pm)

Next steps: focus groups in January 2010

Stories from the field

Stories from the field



Stories from the field

Confirming what we know

- 'Bubble' travel and the tube code of conduct
- Time of travel affects the mood and open versus selective attention
- Some messages are filtered out – seen as not urgent or info they already know
- Live PA announcements cut through but are sometimes unclear



New observations

- Different lines and stations have different environments and dynamics
- Complex system dynamics for behaviour change
- The 'insider' and 'outsider' emotions
- Commuters as potential ambassadors
- New messaging approaches may be needed for some themes

Researching current communications

TfL Customer Care

Tube 'Legal' & Safety



Pan – TfL Security, Urgency, Standout



Tube Security 'High Alert'



Tube Staff Assaults



Pan TfL Considerate Travel

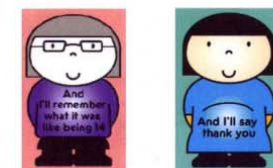
'People to people non operational'



New messages:

- LUGGAGE
- BABY ON BOARD

Supporting messages:



Tube 'Operational' Keeping services moving



LU
↓
TfL

Operational: response to communications



Audio script & Saloon Visual Display Script

Let passengers off the train first please.

Please move right down inside the cars.

Please stand clear of the doors.

This train is being withdrawn from service. Please remain on the platform and await further information. London Underground apologises for any inconvenience caused.

Please keep your belongings with you at all times.

Please keep your belongings with you at all times. Report any unattended item or suspicious behaviour to a member of staff or a police officer.

Overall: There's no personal incentive for behaviour change

What's working

- Effective use of design to get the message across – e.g. 'Platform' is great use of space
- Live PA announcements – in the moment and specific to circumstances

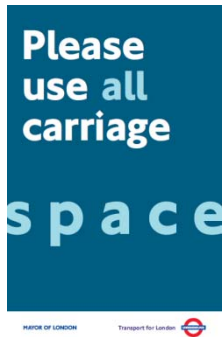
"It's like the driver can see me"

"If you wish to get on this train, please move to the left" - Driver

What's not working

- Messages are obvious, 'everyone knows this'
- Gives the solution without the problem i.e. ads do not tell the customer why they should reconsider their behaviour
- Messages need to create an overall system of how people get on, off and behave on the train and on the platform
- Placement is critical - needs to remind and educate customers in the moment that this is how the system works and give customers the authority to carry it out e.g. 'Stand on the right'

Operational: hypotheses and principles



Audio script & Saloon Visual Display Script

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Hypothesis: Operational messages benefit from LU providing the authority for why customers should behave accordingly

Areas to explore in groups:

- Customers appreciate LU providing the back up messaging for operational behaviour, can this be dialled up?
 - Gives people the right to say something to other customers on the underground (otherwise can be daunting) e.g. 'Stand on the right' allows people to say 'stand on the right'
- What other messages could become 'codes of conduct' that back up the customer?
- Do these messages have permission to be authoritative and explain why the system works best this way? Can quantity of time messages be included? e.g. Minimise delays, disruptions etc.
- Environmental factors: how can messages work to combat both sides of conflicting customer behaviours – e.g. Pressure of getting both on and off the train

Security: response to communications



Overall: Communicates seriousness at a glance and provides a clear behavioural instruction

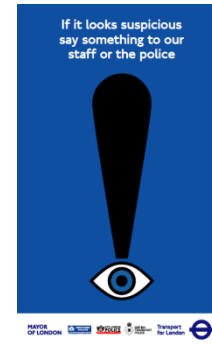
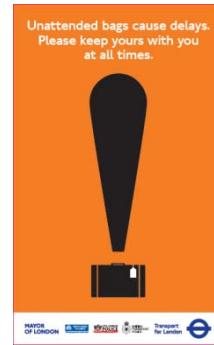
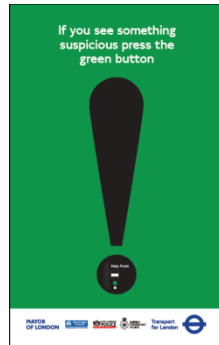
What's working

- Visual works well to communicate alertness
 - ! = take this seriously
 - Colours stand out
- Authoritative and clear tone but offers clear solution
- Provides a clear set of actions for a situation in which people are unsure how to behave

What's not working

- Positioning sometimes lacks context
 - Not always in a place where bags / suspicious items would be placed
 - Customers aren't always aware of what the 'green button' is and can seem vague
- Language: 'suspicious' sometimes criticised for being too vague without context / correct environment

Security: hypotheses and principles

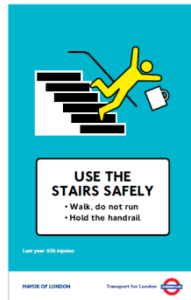


Hypothesis: Communications working well – how can context improve impact?

Areas to explore in groups:

- Call to action may be able to be heightened given better context: e.g. give Help Points a purpose when placed next to call buttons
- How else can these communications help further develop a code of conduct across all situations and modes for security issues?
- Quantity of time: Potential to explore more messages around the disruptions (impact on customer) caused by security alerts
 - *E.g. Unattended bags cause delays please keep yours with you at all times*
- New message development: are there other scenarios that need to be communicated? e.g. *If you see someone acting suspiciously*

Safety: response to communications



Overall: Clear messaging, but seen as common sense and easy to disengage

What's working

- Style has some connotations of safety:
 - Yellow decoded as danger
 - Stick figures
- Young people find the pictures easy to understand

"It's just the age of health and safety"

"I have never seen these, but I guess they're up"

What's not working

- Message and call to action is seen as common sense, *'things I already know'* *'that would never happen to me'*
- Safety behaviours are mistakes stupid people make: not for me
- No emotional connection to message
- Not humanising circumstances
 - Figures and stats, not scenarios
 - Visual allows people to opt out
- No lasting impact

Safety: response to communications



Placement is important to consider for executional development

Safety: hypotheses and principles



Hypothesis: Safety messages need to be recalled in the moment, not seen in the moment

Areas to explore in groups:

- Customers find it easy to 'opt out' of safety message – 'this is an expected message from LU' and 'this won't happen to me'
- Seeing the ad in the moment is often too late (in a rush, drunk, etc.)
- Need to connect emotionally with safety messages in order to prompt recall when it matters most – implications for placement?
- Does dramatising stories of injuries or accidents have the potential to engage the audience if the situations are seen as familiar and easy to project into?
- Is there an opportunity to change the visual style to be more human and less conforming with 'typical' health and safety messages? Can these demonstrate more care for the customer?

Staff: response to communications



Overall: Important message but lacks impact

What's working

- Staff are well liked and respected, customers respond positively to LU taking care of their staff
- Jacket execution well received for tone and openness of message, e.g. A broad definition of abuse – emotional and physical

What's not working

- Ads don't seem to be grab attention / cut through
- Over dramatises the scenario – makes the behaviour extreme and non-relatable
- Could go further to generate a positive and caring attitude to staff and LU:
 - e.g. Use uniforms that are more reflective of staff on platforms
- Link between individual action and the impact on the system is important to communicate but not motivating in this moment / behaviour

Staff: hypotheses and principles

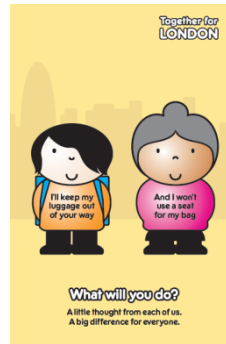


Hypothesis: Has the potential to make staff seem valued and reflect positively on LU as a caring brand

Areas to explore in groups:

- Can these work harder to provide a back up to staff – presenting a friendly, warm and humanised representation?
 - Visually
 - In the message

Considerate Travel: response to communications



Overall: A message of consideration is useful when not in selfish bubble

What's working

- Reciprocation message works well when time to consider:
 - Generates warmth and engagement
 - Indicative of a bigger picture
- Lighter tone of voice is appropriate for etiquette
- Perceived as effective for teens and kids – educating new users to the system

“I remember these ones, I like the little people”

What's not working

- Does not cut through peak hour mindset: selfishness prevails
- Not authoritative and lacks impact in the moment:
 - Does not give permission for customers to challenge others behaviour

“All it takes is one person who isn't acting for everyone to mess it up – this will not change anything”

Considerate Travel: hypotheses and principles



Hypothesis: A solid etiquette campaign, but what else is required?

Areas to explore in groups:

- Should this campaign steer clear of operational messages and focus on etiquette and quality of time only?
- How does this campaign work as part of the broader set of communications:
 - Can it play an educational role during off peak? Does it need to work harder to encourage and support new codes of conduct? E.g. Luggage and bags on seats
- Should there be ads that target people who don't know the etiquette specifically? Would this give permission for regular users to educate others on the codes?

PIOT: response to communications



Overall: A really clear message that cuts through other communications

What's working

- Problem and solution contained in headline
- Visual impact – use of real droplet stands out
- Blue well received: cool colour for staying cool and soothes customers
- Helpful tips are welcomed and not obvious (eg. carry water)

What's not working

PIOT: hypotheses and principles



Hypothesis: helping Londoners be more tube savvy = customer care

Areas to explore in groups:

- Could this campaign extend out to other hints and tips and quality of time messages?
 - Acknowledges a failing of the system but provides helpful Londoner tips
 - Cares about me first and foremost, not about the system (or it's hidden)
 - Caution: careful not to become obvious, patronising, or 'go too far' with types of tips given

Summary and Next Steps

Next Steps

- Any questions / clarification?
- Discuss what happens in the focus groups:
 - Recap on objectives
 - What hypotheses/questions do we take forward
 - How do we build on learnings from ethnographic research:
 - How can we best research the new routes and explore the current communications
- Christmas homework for the team: auto-ethnography



Next time you're on the tube keep an eye out for some of the things that will impact the communications that are being developed your observations will help to contextualise and interpret the research.....

- How people are behaving and the points where behaviour is really clear (e.g. On the escalator) and where it is not (e.g. Getting on and off the tube)
- What is the context / environment for the communications:
 - What is the mindset
 - How do people feel
 - What stands out
- What are people paying attention to?
What could cut through?

